

# Getting in Step:

## Using Social Marketing in Watershed Outreach Campaigns

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6/22/2006



Part I

# Social Marketing 101

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# Change is Hard



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# Social Marketing Defined

- "...A process for influencing human behavior on a large scale, using marketing principles for the purpose of societal benefit rather than commercial profit." (*W. Smith, Academy for Educational Development*)

# Philip Kotler & Gerald Zaltman

“Social marketing is the design, implementation, and control of programs calculated to influence the acceptability of social ideas and involving considerations of product planning, pricing, communication, distribution, and marketing research.”  
(Kotler & Zaltman, 1971)

# Alan Andreasen

“Social Marketing is the application of commercial marketing technologies to the analysis, planning, execution, and evaluation of programs designed to influence the voluntary behavior of target audiences in order to improve their personal welfare and that of their society”  
(Andreasen 1997)

# My Definition of Social Marketing

- What they said...plus...
- Effective Social marketing builds on a foundation of issue awareness
- Scalable to issue and community size
- Relies on the proper mix of media channels

# Outreach Continuum

**Unaware/  
Considering Change/  
Maintaining Behavior**

**Aware but  
Not Considering  
Change**

**Entrenched,  
No Desire to Change**



**Information & Education**

**Social Marketing**

**Law**

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# Social Marketing Campaigns

- The truth campaign
- Anti-drug campaign
- Adbusters magazine
- D.A.R.E
- Michael Moore
- Uncle Tom's Cabin
- Super Size Me
- "One" - Poverty campaign
- Live Strong - Cancer
- Fight for your rights - MTV campaign
- Dove - campaign for real beauty
- Budweiser - Drink Responsibly
- Philip Morris - dangers of smoking

# Key Concepts

- Comprehensive
- Exchange
- Competition
- Audience

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# Key Concept—Comprehensive

- Plan
  - Planning based, multidisciplinary, and comprehensive programs to change behaviors
- Assess
  - Based on research to understand point of view of the target audience
- Implement
  - Developing sustainable alternative behaviors that integrate audience needs with needs of sponsors – exchange
- Evaluate
  - Ongoing monitoring and evaluation

# What Social Marketing Is Not

- Not a “one approach” model
  - Not social advertising only
  - Not promotion or media outreach only
- Not driven solely by the campaign sponsor
- Not about coercing behaviors
  - through punishment



# A Quick Example: Chesapeake Bay Campaign

## Five Key Components

- Internet Presence
- Restaurant Initiative
- Professional Lawn Care Initiative
- Paid Advertising
- Earned Media

# A Case in Point

“Don’t Waste Utah”

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# Don't Waste Utah--Background

- Utah Dept. of Trans spent \$500,000/yr cleaning up litter.
- Survey showed little knowledge about anti-litter campaigns

# Don't Waste Utah-Strategy

- 18-24 year old males identified as primary audience
- Mad Max-type anti-hero character chosen



# Don't Waste Utah-Execution

- Media Mix
  - Television spots
  - Giveaways
    - Small trash bags, etc.
  - Public relations
  - Personal appearances
- Saturation
  - Nearly 3 million people had personal contact with the campaign

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# Don't Waste Utah—TV Spots



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# Don't Waste Utah-Evaluation

- Follow-up survey four months out
  - 31 percent of Utahans identified the Don't Waste Utah campaign—28 percent more than any other anti-litter campaign at the time
- Four years out
  - 89 percent awareness
  - Up to 40 percent reduction in litter in certain areas—statewide improvement

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# K.I.S.S. Your Audience

- Keep It Singular and Simple
  - Message should give target audience one thing at a time to do
  - Make it simple
  - Make it accessible
  - Make it attractive

# Key Concept - Exchange

- Increase or highlight the benefits
- Decrease or de-emphasize the barriers
- Change the product, price, place or promotion to meet the exchange, if necessary

# Exchange

You Give Me

\$1.00

You Get

A Pepsi

- a thirst quencher
- good taste
- fun
- youthful feeling
- girl/boyfriend

# Exchange

## You Give Me

Momentary discomfort

Money

Time



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## You Get

A nicer community

- better recreation areas
- Better environmental and physical health
- The same 'ole fishing hole your Grandpa took you to preserved for your grandkids

# Key Concept- Competition

- People need a compelling reason to change
- Target audience can maintain current behavior much easier
- Modify program, delivery, service provider or the product to make promoted behavior more attractive or the competing behavior less attractive, less available, or more costly



# Key Concept—Audience

- Research your audience to:
  - Determine barriers to behavior change
  - Determine exchange
  - Form messages
  - Determine mediums
  - Determine success, changes needed

# Information Overload

“Every day, an estimated...

12 billion display ads

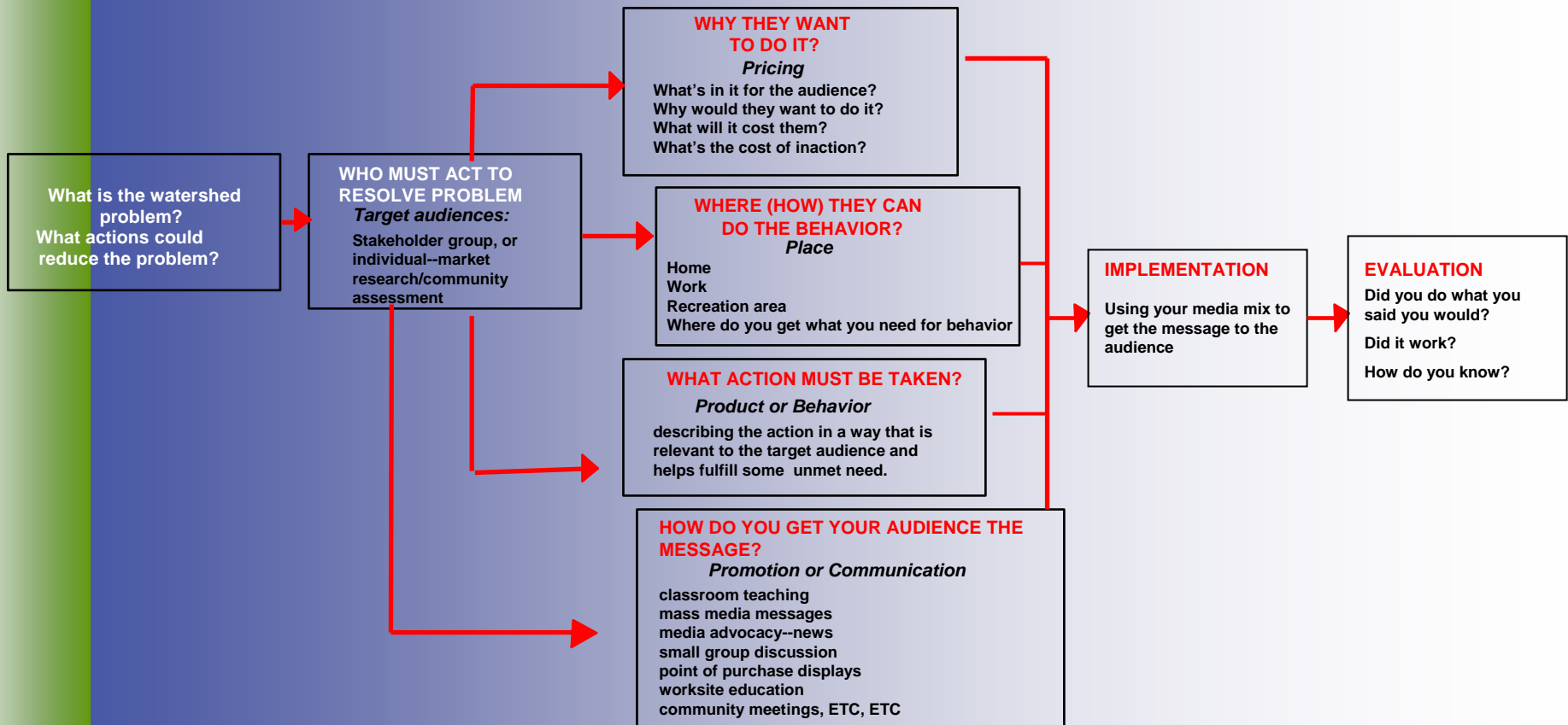
3 million radio commercials

200,000 TV commercials

are dumped into North America's  
collective unconscious.” (Lasn 1999)

# Social Marketing Change Model:

## Watershed Outreach Approach that Facilitates Change



Adapted from:  
Social Marketing as a Model for Interventions that Facilitate Change  
6/22/2006 Susan D. Kirby, 1995

# Define the Problem

- Link to Established Watershed goals and objectives
- Review monitoring data sources/literature
- Identify what actions/behavior change could reduce the problem
- Identify preliminary target audience(s) and target behavior(s).

# Identify Who Must Act to Solve Problem

- Collect and analyze demographic, socioeconomic, cultural and other data on target audience
- Segment them into smaller, more homogeneous groups for which uniquely appropriate messages and actions can be designed

# Identify Who Must Act to Solve Problem

- Select target segments for your program and plan research



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# Conduct Formative Research

- Understand selected target segment: needs, wants, hopes, fears, knowledge, attitude, behavior, perceived risk
- Research behavioral determinants of desired behavior for selected target segment
- Plan initial concepts and program elements

# A Case in Point

## East Canyon Watershed Survey



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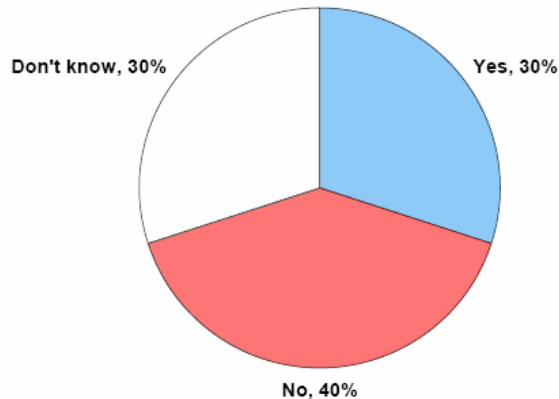




# Survey Revealed Lack of Awareness

- Water use and conservation issues
- Water Quality

Question 39. STORM WATER is the water from rain, melted snow, and sleet....from what you know or have heard, does neighborhood storm water go to a treatment plant?



# East Canyon—Dog Country

- “Over half of the residents surveyed own at least one dog, and half of the dog owners regularly walk their dogs along creek trails. The survey, which represents over 20,000 residents (with a +/- 7% error), indicated that at least 5,900 dogs are regularly visiting creek corridors, and that the waste of more than 800 dogs regularly ends up along our local creeks. Thus, educating dog owners about the detrimental effects of their pets’ waste on local creeks will be a vital component of the campaign.”

# Develop Campaign

- Awareness first
  - Larger audience
- Move into social marketing (behavior change)
  - Set behavioral objectives for selected segment
  - Design messages and channels for selected segment
  - Apply marketing principles (the “marketing mix”)
- Pre-test all messages

# Apply Marketing Principles

- Product
- Price
- Place
- Promotion

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# Product

- Behavior, service, product being exchanged with the target audience for a price and benefit
- Behavior, service, product must compete successfully against the benefit of the current behavior

# Price

- Cost to the target audience of changing behavior
- Can be financial, or more often related to other “costs”
  - time
  - effort
  - lifestyle
  - psychological cost

# Place

- Where do they access products or programs?
- Move programs or products to places that the audience frequents, in order to ease access
- Where do they engage in the behavior?

# Promotion

- Communicating to the audience about product/program, price, and place variables
  - advertising
  - media relations
  - events
  - personal selling, door to door, neighbor to neighbor
  - schools



# Deliver and Monitor Program

- Train and motivate front line staff
- Build products and programs and execute
- Distribute materials
- Refine product/program and materials as mid-course monitoring data suggests

# Conduct Evaluation

- Evaluate the process, outputs and outcomes linked to behavior objectives
- Did you reach target audience
- Did program have an impact
- Did desired outcome occur, why/why not
- Revise evaluation plans and models in accordance with program changes

# Evaluation Levels

- Receive the message
- Learn something
- Take action (individual behavior change)
- Diffusion
- Measurable environmental impact

# Evaluation Types

- Process
  - Deadlines
  - Budgets
- Outputs
  - Did we do what we said we would?
    - Campaign details
- Outcome
  - Did it work?
    - Measurable outcomes
      - How do you measure outcomes?

# Think Like a Marketer

- Think Behavior Change
- Know your Audience
- Think Benefits and Costs and Exchange
- When/Where in Right Frame of Mind?
- When/Where is Right Place & Time?

## Part II

# Target Audience Assessment

# Exercise: Define the Problem and Target Audience

In your small groups:

1. Select a watershed which is well-represented in your group.
2. Define an environmental problem related to human behavior in your watershed(s).
3. Identify what action/behavior change could reduce the problem.
4. Identify the stakeholders contributing to the problem.

# Target Audience Research Methods



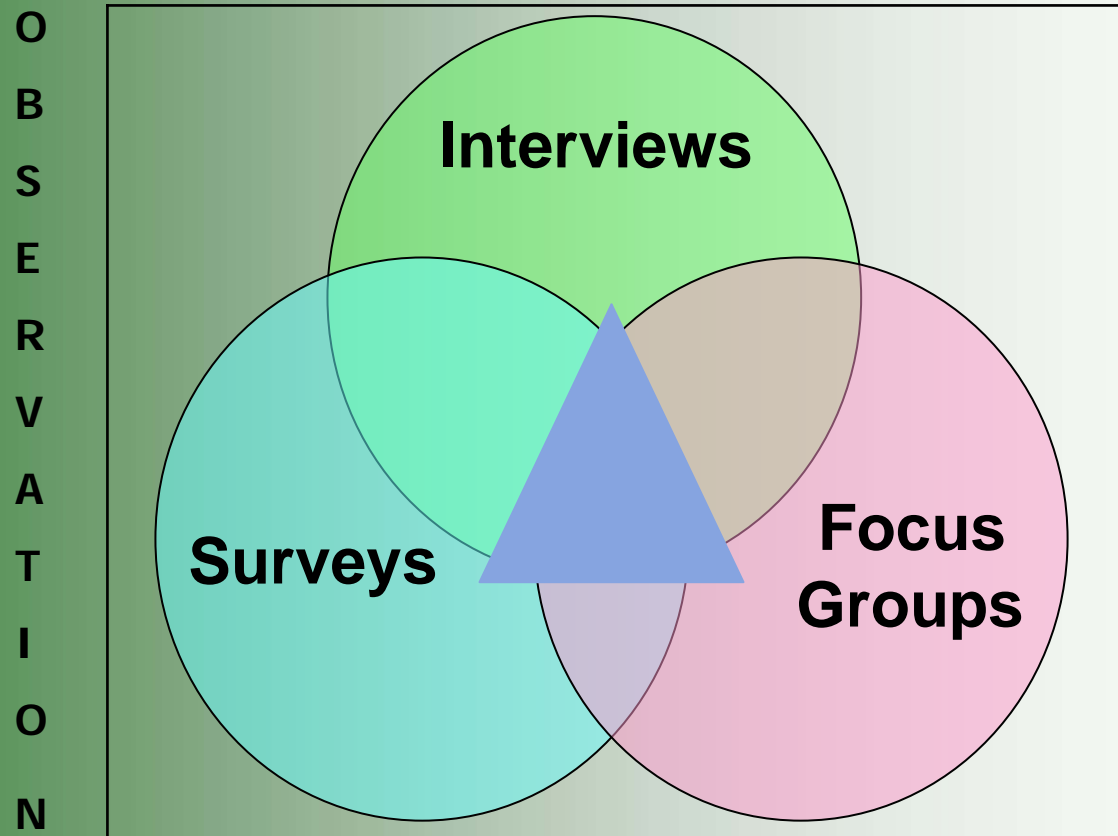
# Non-Interactive Research Methods

- Background Research
  - Media Content Analysis
- Census Data Research
- Maps and Geographic Data
- Regional Economic Data Research
- Similar Studies

# Interactive Research Methods

- Qualitative
  - Observation
  - Interviews
  - Focus Groups
- Quantitative
  - Surveys

# Triangulation: Interactive Methods



# Observation



Complete  
Observer



Complete  
Participant



Participation



Influence

# Observation Shows

- Social Relationships between people/groups
- Individual/group patterns of behavior in different social settings
- Communication modes between people



# Interviews

- Produces in-depth descriptive data (feelings, beliefs, values) about community life.
- It is the process of asking individuals (or small groups) questions and recording their answers.

# Question Types

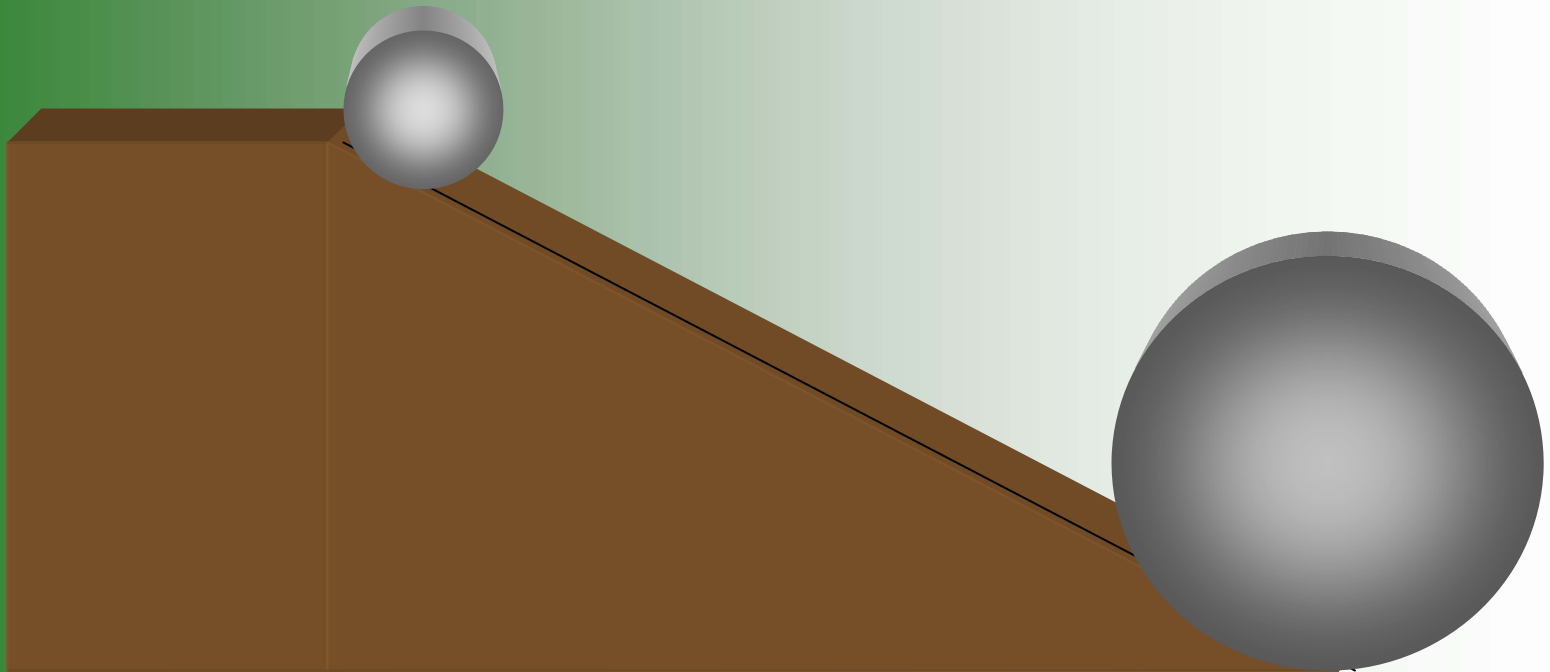
	Unstructured	Semi-structured	Structured
<b>Interaction</b>	Conversation		Question/ Answer
<b>Leader</b>	Interviewee		Interviewer
<b>Design</b>	Topics		Specific Questions

# Interview Approaches

	In-Person	Telephone
Pros	Builds rapport Non-verbal cues Flexible	Inexpensive Convenient Reach
Cons	Time-consuming Expensive Potential for bias	Limited rapport Duration Basic questions Potential for bias



# Snowball Sampling



# Focus Groups

- Explore community member's feelings, beliefs, and attitudes about different issues in a moderated group setting
- They are administered by a moderator using a conversational approach.

# Focus Group Protocol

- A protocol is the set of questions used by the moderator to facilitate a focus group.
- It is composed of *open-ended* questions to generate discussion, *close-ended* questions, and *statements* to elicit opinions.
- Design is very similar to a survey.

# Purposive Sampling



# Focus Group Preparation

- Determine purpose/topic
  - Can be general or specific
  - Refer to assessment goals
- Determine who to invite
  - Representatives of different subgroups– but may want similar economic and cultural groups
  - Not “professional” respondents
  - Do not know the specific topic or each other in advance

# Focus Group Preparation

- Select moderator(s)
  - Strong facilitation skills
  - Neutral, able to develop rapport
  - Can be both passive and assertive as needed
  - Consider using a professional moderator
    - Academic, market research, conflict resolution
    - Fees range from \$1000-3000– moderation and written summary

# Focus Group Preparation

- Design questions
  - Simple, open-ended
  - Consistent with purpose
  - If conducting multiple groups, use same questions for comparison
  - List of questions becomes the focus group “protocol”

# Focus Group Preparation

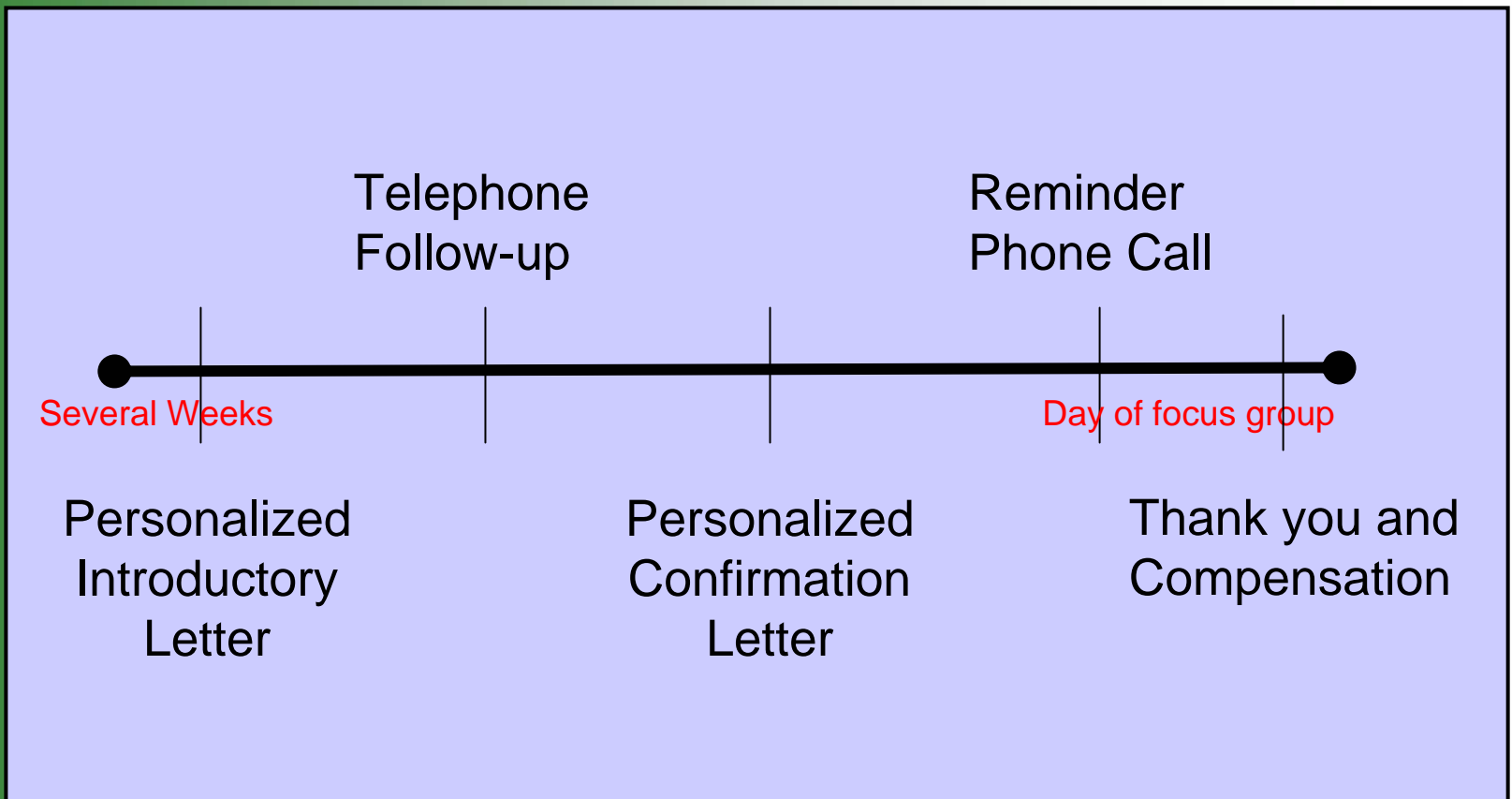
- Determine how to record discussion
  - Audio and/or video tape
  - Note taking
- Determine how to disclose focus group sponsor
  - Usually anonymous
  - Decision to reveal depends on community and assessment goals



# Focus Group Preparation

- Address logistical factors
  - Number, size, and cost of focus groups
    - Ideally 8-12 people (invite more due to “no shows”)
    - Professional recruitment assistance
    - Participant compensation (\$35-50, refreshments, travel expenses, or small gifts)
  - Length of focus group
    - Usually 1-2 hours
  - Location and time of focus groups
    - Neutral, centrally located facility
    - Convenient time for participants

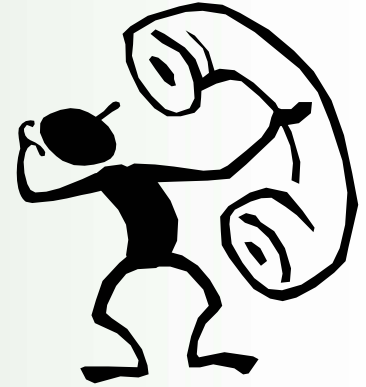
# Inviting Participants



# Surveys

- Collect information directly from people, usually through a written questionnaire or an in-person or telephone interview guided by a written questionnaire.
- Can quantify various aspects of the community, such as values and feelings about particular environmental issues.

# Survey Types



	Self-Completed	Administered
Pros	Easy to conduct Large sample Anonymity	Flexible methods High response rate Ability to clarify
Cons	Cost Low response rate Survey-dependent	Cost Intrusive Potential for bias

# Random Sampling

834 547 654 387 584 895 624 532  
658 923 659 286 594 856 483 257  
283 535 792 843 752 357 932 759  
735 937 509 327 503 927 297 523  
975 375 327 754 687 865 456 347  
563 487 504 290 752 502 237 507  
329 752 275 357 932 750 239 572  
395 896 457 932 784 983 749 374

# Ordering of Questions

- Open-ended questions: use conservatively, they build respondent's interest, but they take longer to answer, they are also more difficult and timely to analyze due to the diversity of responses.
- Sensitive or more difficult trade-off type questions follow.
- Demographic characteristics, e.g., sex, race, income, education, are last.

# Question Design Overview

- What is it you want to know about your target audience?
- How can you ask it?

# Open-Ended Question Design

- Who: do you talk to about environmental issues?
- What: do you think are the environmental issues facing your community?
- Where: do you go to hang-out?
- Why: did you choose to live here?
- How: do you feel about the future of your community?



# Close-Ended Question Design

- **Multiple-Choice:** *What is the main reason you visit Blue Lake ?*
  - A) Fish
  - B) Boat
  - C) Swim
  - D) Other
  - E) I Don't Visit
- **Yes/No:** *Have you ever fished at Blue Lake ?*
  - A) Yes
  - B) No
- **True/False:** *It is safe to eat fish from Blue Lake.*
  - A) True
  - B) False
  - C) I Don't Know

# Statements/Scales Design

<b>Beside each of the statements below, please indicate whether you:</b> Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree (SD), or are Undecided (U)					
	SA	A	D	SD	U
a. Everyone should be considered equally for water rights.					
b. During shortages, everyone should be required to conserve.					
c. Farmers should receive priority to water rights.					
d. Current water resources could support future population.					

*University of Nebraska-Lincoln, Department of Agricultural Economics (adapted)*

# Question Design Pitfalls

- **Double-Barreled Questions:**

- *“Do you agree pet waste is a significant source of water pollution and dogs should be banned from local creeks?”*

- + *Do you agree pet waste is a significant source of water pollution?*

- + *Do you agree dogs should be banned from local creeks?*

- **Negative Words:**

- *Do you agree that the city should not regulate residential fertilizer use?*

- + *Should the city regulate residential fertilizer use?*

# Question Design Pitfalls

- **Judgmental/Leading Language:**
  - *Why is it important to protect the environment?*
  - + *What do you think about protecting the environment?*
- **Loaded Questions:**
  - *The rest of your community thinks . . . what do you think?*
  - + *What do you think about . . . ?*

# Effective Interaction Techniques

- **Rapport** - helps people to feel comfortable and leads to open and honest answers

*May I tape record your answers and take notes during our discussion?*

*Our discussion will last about ...*

*You may choose not to answer any question*

*Thank you for agreeing to participate*

*The focus of our discussion will be...*

*Your identity will remain confidential*

# Effective Interaction Techniques

**Probing/Pausing - ask for additional information and follow-up on details.**

- That's very interesting, would you explain further?
- Can you give me an example?
- Understandings and affirmations.

**Restraint - remain neutral and challenge questionable answers in an unthreatening manner.**

- Earlier you said this . . .

**Retreat - ending the interaction.**

- Would you like to continue this discussion another time?
- Is there anything else you would like to add?

**Recording - tape or video recording and noting answers, behavior and setting.**

# Interactive Methods

## OBSERVATION

Method	Interview	Focus Group	Survey
Participants	Individuals	Small Group	Individuals
Sampling	Snowball	Purposive	Random
Approaches	In-Person Telephone	Moderated Discussion	Self-completed Administered
Question Type	Open-ended	Open-ended Statements/Scales	Open-ended Close-ended Statements/Scales
Pros	Rapport, Flexibility	Group Dynamic	Reach, Convenience
Cons	Time, Bias, Expertise	Time, Bias, Cost, Expertise	Time, Bias, Cost, Expertise

# Interview Exercise

1. Break into pairs.
2. Write down 2-3 open-ended interview questions to learn about the top NPS issue in your partner's watershed.
3. Partner A interview Partner B.
4. Partner B interview Partner A.
5. Discuss results.



# Survey Exercise

1. In your small groups, select a facilitator and recorder.
2. Individually, design 5 survey questions (one of each type) related to an NPS issue your group is addressing.
3. As a group, select 10 questions from your lists (at least two of each type) for a questionnaire.
4. As a group, design one final questionnaire.

# Part III

Benefits, Barriers, and Messages

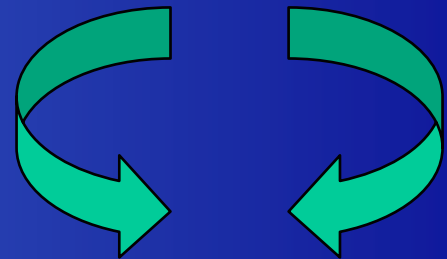
# Thinking Like a Marketer

- Focus on the audience
- Identify Benefits and Barriers (Motivation)



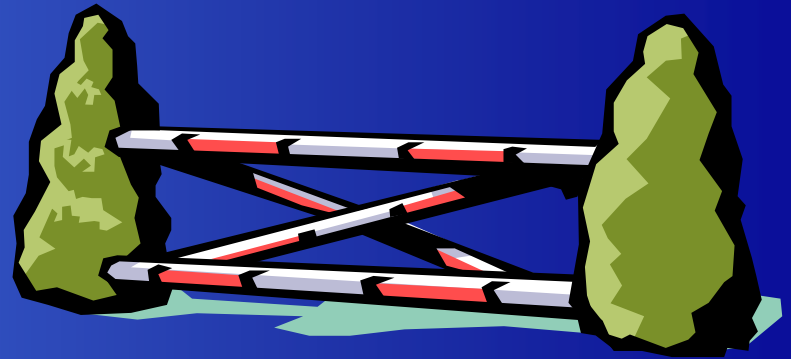
# Benefits

- Real Benefits
  - Save money
  - Save time
  - Protect health
- Perceived Benefits
  - Fit in with others (It's cool)
  - People expect it
  - Everyone else is doing it
  - I'll get rewarded



# Barriers that Prevent Behavior Change

- Physical Barriers
  - Too hard to do
  - Not safe
  - Takes too long
- Economic Barriers
  - Added costs
  - No cost savings
  - No one else is doing it



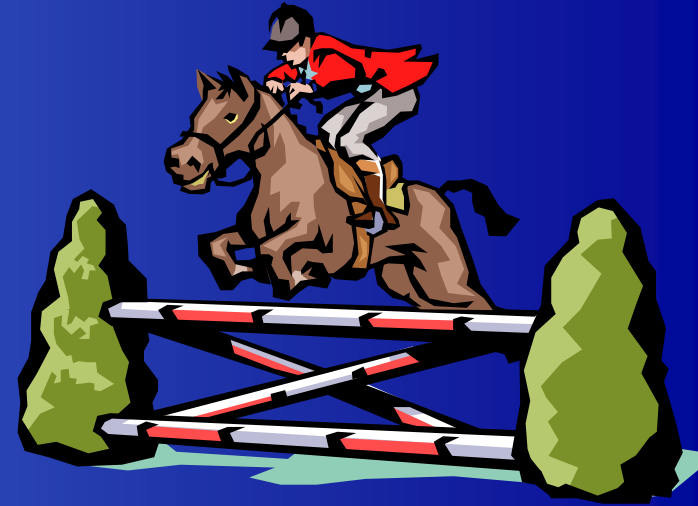
# Barriers, cont.

- Education Barriers
  - Don't know how to do it
- Social/Psychological Barriers
  - No one else is doing it
  - I've never done it before
  - Tried it once and it didn't work



# Overcoming Barriers

- Everyone else is doing it (or not doing it)
- We'll teach you how to do it
- Save money/get money
- It takes 5 minutes or less
- It's the cool thing to do
- You'll get a reward if you do it



# Get Green Campaign

- Problem: People don't know how to help the environment or are afraid it will take too much time or money.
- Goal: Quick tips that fit their lifestyles (easy), make a positive impact on the environment (feel good), and save money (rewards).



# Get Green

- Formats: TV and radio PSAs
- Messages: Save money and the environment
  - Turn thermostat down
  - Cash for recycling
  - Properly inflate tires
  - Keep your car regularly tuned



# Matching the Message to the Audience

## Audience

- Teenage girls
- Pregnant women
- Teenage boys
- Middle-aged man

## Message

- Stop smoking. You're breathing for two.
- Inside every smoker is an ex-smoker
- You're bright enough to learn 40 football plays, and you're still smoking?
- Want yellow teeth? Keep smoking.

# Matching the Message to the Audience

## Audience

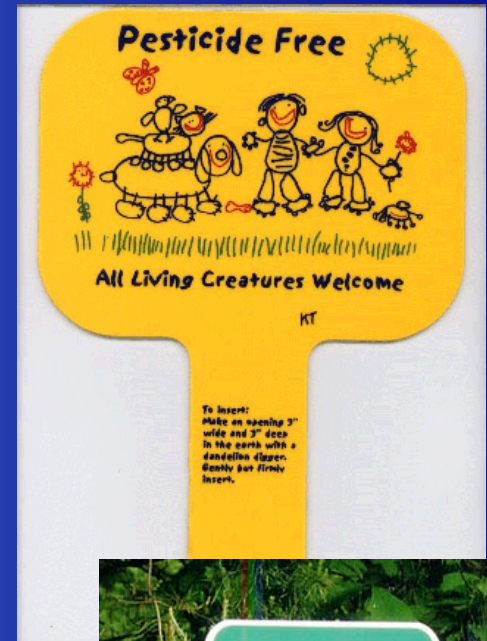
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# Tools for Changing Behaviors

- Social norms
- Commitments
- Prompts
- Incentives
- Vivid communication
- Enforcement
- Building motivation



# Motivations Change in Response to External Factors

**55 saves lives**

# Motivations Change in Response to External Factors

**Lower speeds saves gas**

Multiples Messages to Achieve Same  
Result

**Click it or Ticket**

# Multiples Messages to Achieve Same Result

**Seat Belt Use Last Week**

**85%**



# Social Norms

- Behavior perceived as normal and expected
- Tools:
  - Compliance
  - Conformity



For Example...

**80% of MSU students use a designated driver. *Do you?***

**Choices**  
we got the  
facts from you

[justthefacts.msu.edu](http://justthefacts.msu.edu)

National Collegiate Health Assessment; MSU 2002.  
N=1005, margin of error  $\pm$  3%.

# Other Social Norms Techniques

- Eco-labeling
- Recycling bins at curb (public)
- Yard or home signage
- Farm demonstration fields



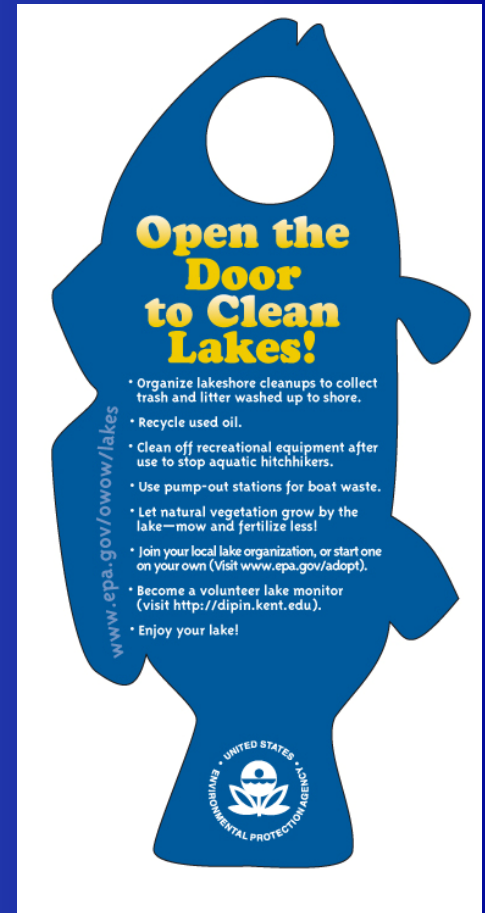
# Commitments

- Pledges (verbal or written)
- Sign-ups
- Petitions
- Donations (time/money)



# Prompts

- Behavior reminders
- Use at "point-of-sale"
- Target specific behaviors



- The Bay is Closer Than You think
- Seat belt reminders
  - ding ding ding

# Incentives

- Money, money, money, money
- Free stuff
- Recognition
- Reward positive behavior
- Disincentives: punish negative behavior (e.g., user fees)





For Example...

## City of Albuquerque

- Problem: Not enough water
- Goal: Promote water conservation through incentives (rewards)
- Technique:
  - Incentives: rebates for xeriscaping, low-flow toilets, washing machines





# City of Albuquerque

- Results
  - 1,400 xeriscapes have been created
  - 44,000 high-flow toilets have been converted
  - 4,100 low water use washing machines installed
- Bottom Line: Water use has dropped 30% by residential customers, saving 88 BILLION GALLONS!

# Give Awards



# Vivid Communication



- Vivid
  - Less Vivid:
    - Population will increase by 15% over the next 10 years
  - More Vivid:
    - We'll need to build 10,000 homes, 6 schools, and a hospital within the next 10 years to keep up with growth.
- Tangible
- Positive, clear terms
- Comparisons
- Humorous





FSC certified forest in the Czech Republic (SK-HM/DOC-1538). Photo courtesy of Peter Jelinek. FSC trademark © 1996 Forest Stewardship Council A.C.

## Home Improvement.

Home renovation doesn't have to cost the earth—or the forest. Ask for FSC certified wood. Learn more at [www.fsc.org](http://www.fsc.org).



For Example...

# TCEQ Nonpoint Source Pollution Public Education Campaign

- Key issues
  - Yard care, HHW, pet waste, motor oil
- Messages
  - “Please don’t feed the storm drain.”
- Techniques
  - Vivid communication
  - Prompts
  - Billboards, posters, PSAs







**IF YOU THINK  
PICKING UP  
DOG POOP  
IS UNPLEASANT,  
TRY DRINKING IT.**

Pet waste washes into storm drains, polluting our rivers, lakes and drinking water sources. Get the scoop.

**1-800-CLEAN-UP**





# Las Vegas Ad Campaign

- Problem: Pollution of Lake Mead, their primary drinking water source
- Key issues:
  - Lawn care
  - Dumping down storm drains
  - Pet waste
- Techniques
  - Prompts (storm drain markers), vivid communication (posters, PSAs, pet food lids), build motivation over time (events, school curriculum)



# Las Vegas Ad Campaign

- Bus shelter posters
  - 25 posters for 4 months
  - \$8,000
  - Sent out similar ads in utility bills 1 month before bus ads appeared



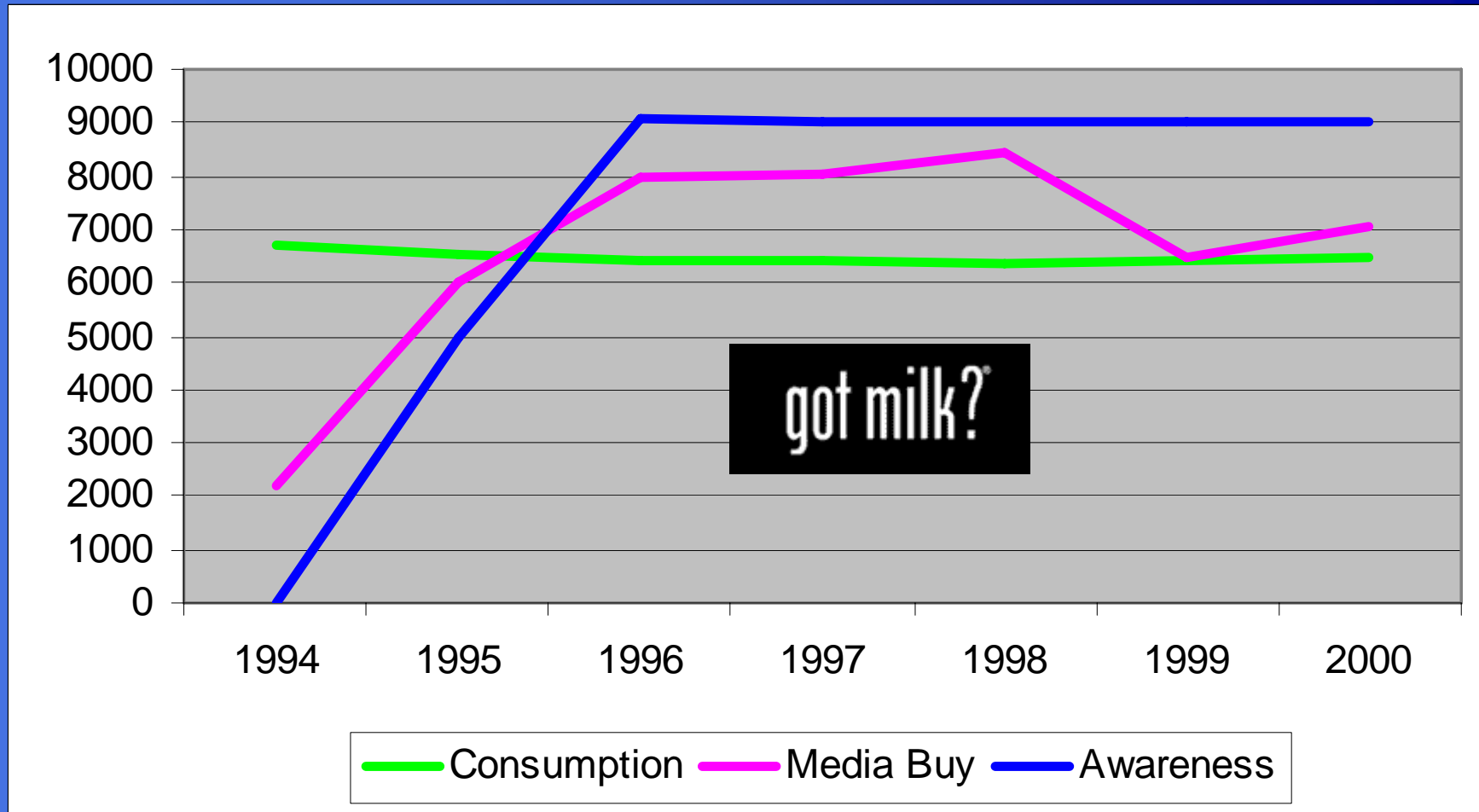


# Caution

- Don't Stop with knowledge!
- Remember, knowledge is not enough.



# Got Behavior Change?



# Group Exercise